

# INTERNATIONAL FELLOWS PROGRAM

INFORMATION BOOKLET  
ACADEMIC YEAR 2007



U.S. ARMY WAR COLLEGE  
Carlisle Barracks, Pennsylvania

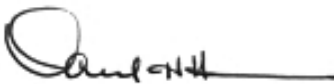
“NOT TO PROMOTE WAR, BUT TO PRESERVE PEACE.”



### **THE COMMANDANT'S MESSAGE**

Congratulations on being selected to represent your country at the U.S. Army War College for Academic Year 2006-2007. The Carlisle community extends a cordial welcome to you and your family and looks forward to your arrival in June. The Army War College year has traditionally offered a unique opportunity to undertake serious higher level study of the profession of arms and to establish lasting relationships with contemporaries from many other nations.

We wish you a warm welcome to our country and to the U.S. Army War College. Your selection as a member of the International Fellows Program is clear evidence of the professional esteem in which you are held by your nation and of your promise for future service in positions of greater responsibility.

  
David H. Huntoon Jr.  
Major General, U.S. Army  
Commandant

# INFORMATION FOR INTERNATIONAL FELLOWS

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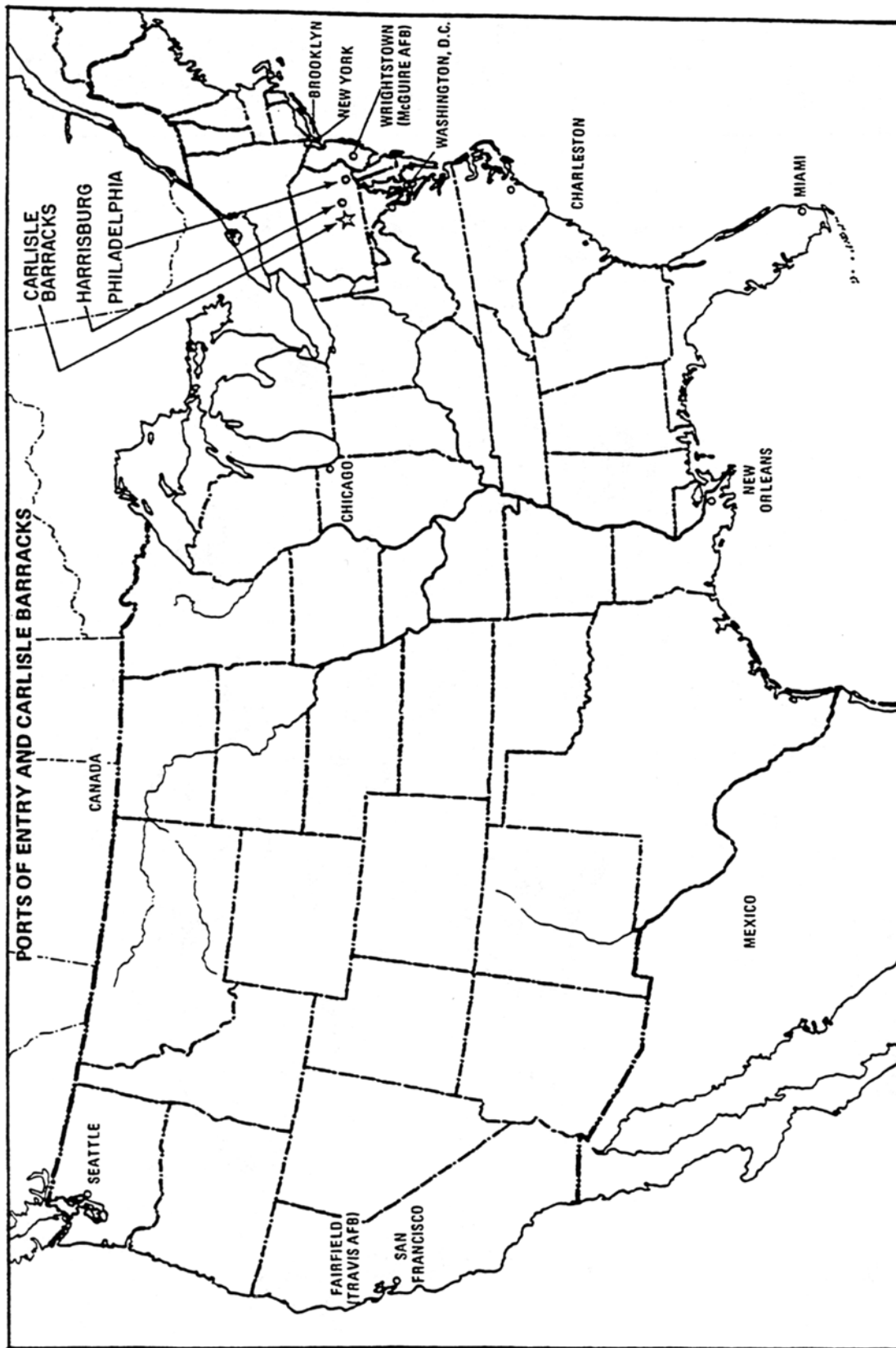
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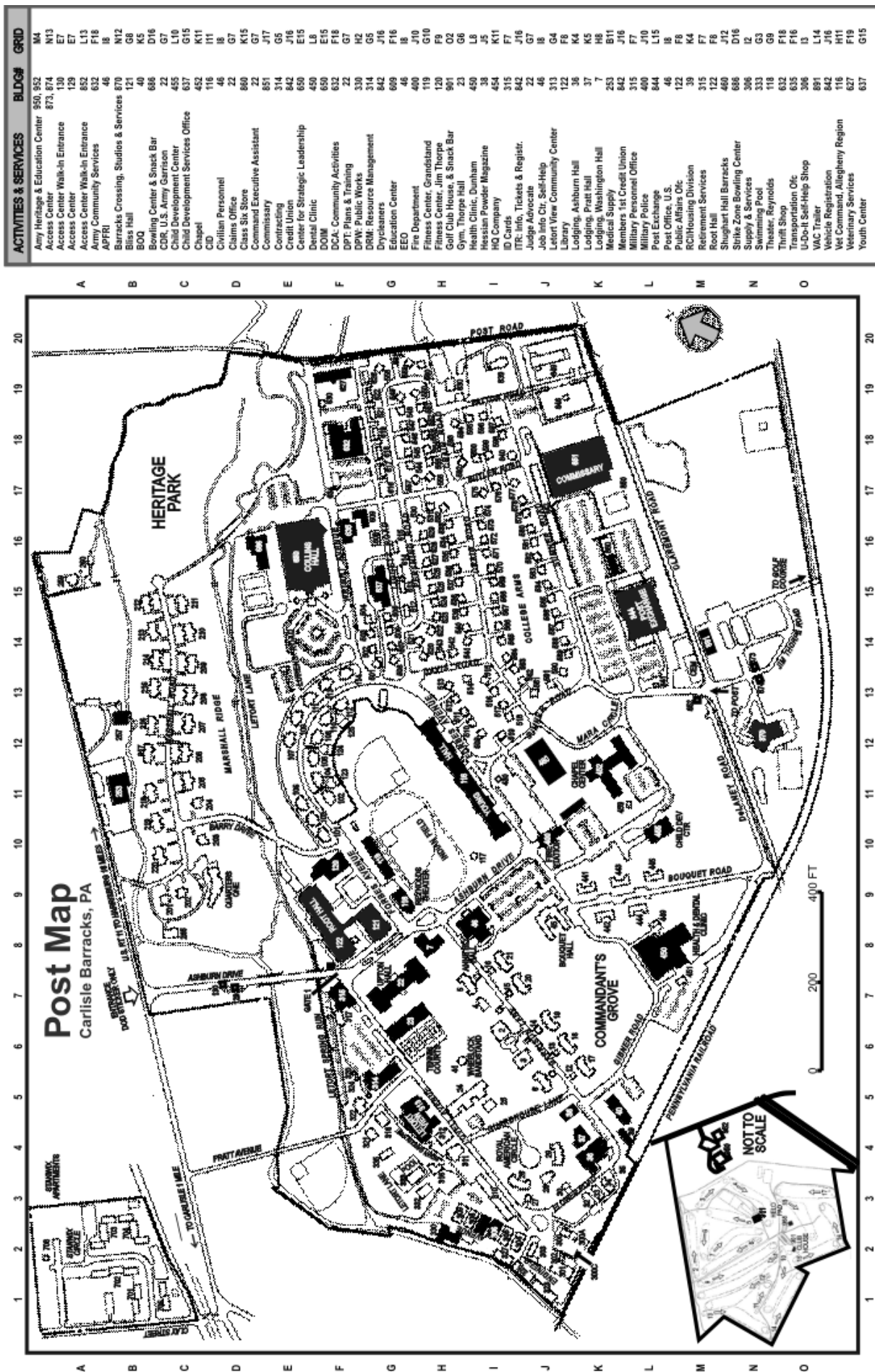
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# **PART ONE. UNITED STATES ARMY WAR COLLEGE**

## **Section I. United States Army War College (USAWC)**

### **1. HISTORICAL PERSPECTIVE**

The U.S. Army War College was established by General Order 155 on 27 November 1901. Our founding father was Secretary of War Elihu Root, one of the great visionaries of the era. As he laid the cornerstone for the War College building at Washington Barracks (now Fort McNair) on 21 February 1903, Secretary Root made the following statement about why the College was founded: “Not to promote war, but to preserve peace by intelligent and adequate preparation to repel aggression. . . .” It endures today as the U.S. Army War College motto. At the same time, he charged the College: “To study and confer on the great problems of *national defense*, or *military science*, and of *responsible command*.”

Although we may use different words today, the challenges of *national defense*, *military science*, and *responsible command* remain the basic focus of our educational pursuits at the U.S. Army War College. Secretary Root’s charge calls for two imperatives: *study* and *confer*. In your course of instruction, you will study the issues of senior leadership development, and you will confer over strategic and operational problems.

### **2. THE MISSION OF THE USAWC IS TO:**

To prepare selected military, civilian, and international leaders for responsibilities of strategic leadership; educate current and future leaders on the development and employment of landpower in a joint, interagency, intergovernmental, and multinational environment; conduct research and publish on national security and military strategy; and engage in activities in support of the Army’s strategic communication efforts.

### **3. GENERAL SUBJECT AREAS**

To accomplish this senior leader development mission, the War College curriculum focuses on enhancing student knowledge and abilities in the following general subject areas:

- Fundamentals of Strategic Thinking;
- Theory of War and Strategy;
- Strategic Leadership;
- National Security Policy and Strategy;
- Implementing National Military Strategy;
- Joint Processes and Landpower Development

### **4. WHAT TO EXPECT—AND WHY**

As a student officer entering the College, what can you expect of the curriculum? How is it designed to develop those human and professional qualities you will need to function successfully as a senior Army leader?

Your studies will focus on higher levels of national policy and strategy. You will study joint planning and applications of power from military assistance programs through military operations in the conduct of general warfare. You will analyze the relationship between military force and national political objectives. You will view war theoretically—as a social, political, and moral phenomenon.

In addition to your professional growth, you will also have an opportunity for personal growth. In both areas, you will be challenged to improve your creative and critical thinking.

### **5. STRATEGIC ENVIRONMENT**

The curriculum will also focus on the characteristics of performance expected of the professional at the very senior levels. To assist in your transition to this higher professional level, you will examine the strategic environment in which Army War College graduates operate. Specific courses and educational methodology are designed to prepare you for future assignments. Graduates must be able to:

- set the ethical climate;
- succeed in positions of broad scope and responsibility;

- work in highly ambiguous environments;
- deal with problems which have no clear-cut solutions;
- be self-motivated;
- be innovators and initiators of policy;
- assess the future and plan for the long term while executing in the present; and
- be fit in every way—physically, mentally, and morally.

The U.S. Army War College seeks more than imparting new knowledge. Our program will influence your approach to professional activities. But, more importantly, it will affect your thinking about the military profession itself. It seeks as well to positively influence your physical and emotional well-being, your family relationships, and your relationships with peers in the military, defense, and foreign service. Overall, our program will provide you with a broader, more sophisticated professional perspective to enable you to meet the full range of responsibilities and challenges you will encounter as a senior leader.

## **6. WHAT TO EXPECT—MORE SPECIFICALLY**

Our academic process will enable you to make the professional transition to senior leadership. First, you will pursue self-knowledge: what are your strengths, weaknesses, biases, critical professional experiences? The earlier courses of the core curriculum allow you to assess yourself, your values, and your profession. You will gain greater appreciation of national interests and the political and social goals of a constitutional democracy. You will focus on the military's role in a democratic society. Then, from a global perspective, you will study relationships among modern nations and seek to understand the place of war in our national strategy and our relationship among the world's nations. Building on your knowledge and theories of warfare, later courses will address operational forces, doctrine, and management systems. You will study joint and combined warfighting at the theater level, and the process of successfully mobilizing, deploying, employing, and sustaining forces in a protracted operation. You will analyze operations theoretically and hypothetically, challenging conventional wisdom and fixed formulations.

When you complete your studies, you will fully appreciate the state of the art of modern warfare. Moreover, you will have the theoretical, conceptual, and intellectual perspective to contribute positively in the complex, ambiguous, and unpredictable professional environment to which you will return.

## **7. YOUR CHALLENGE**

The curriculum is designed to be provocative. There are at least two sides to every issue you will address at the War College, and there are no school solutions. You are encouraged to consider and challenge your own intellectual assumptions and prejudices about the nature of war, peace, politics, and the ethics and utility of military power. During your course, you will have to work intensively at the conceptual level, researching and analyzing issues in depth so that you bring informed, critical judgment to everything you do. The curriculum is designed to help you cultivate the art of intelligent questioning. Unexamined acceptance of assumptions and the status quo is neither expected nor desired. This quality of conceptual thinking can only result from close, detailed, reflective study of a wide spectrum of military disciplines, and it can only be done by imaginative people who have trained themselves to think logically about tough problems. That will be your goal and your challenge during the academic year.

## **8. THE LEARNING ENVIRONMENT**

The U.S. Army War College is intent on preserving and enhancing excellence in all aspects of our profession. Toward that end, an academic environment is designed so that you, the student, are the key. You will be involved in almost all the scholarly activities at the College. We will provide an environment and faculty to facilitate your education. You, in turn, will contribute to the education of the faculty and other students.

Learning at the U.S. Army War College is attained by a rigorous program of thinking, reading, study, and research; by attendance at lectures; participation in discussions; and by the preparation of written studies and oral presentations. The academic program is designed to place the maximum share of responsibility for learning on you in an atmosphere of professional military scholarship and camaraderie.

The student seminar group is the fundamental learning vehicle of the College and the principal forum for exchanging ideas and addressing problems. These small 17-person groups work under the direction of a team of faculty instructors who serve as both a source of knowledge and discussion facilitators. During seminar group sessions, you will face the challenge of submitting your ideas to critical analyses by your faculty instructors and peers who collectively possess an exceptional range of expertise. Similarly, you will find ample opportunity to exercise the fine art of assenting and dissenting logically, tactfully, and convincingly.



You and your family will have an opportunity for renewal and growth through a variety of programs. Moreover, you will be encouraged to grow professionally, intellectually, personally, and spiritually through participation in a wide variety of curricular and extracurricular programs. We have planned an integrated program so that each activity contributes to your overall development as a vigorous, informed, active, and effective senior leader. The program will keep you busy and involved, but it is designed to minimize schedule conflicts. Likewise, the program should allow you ample time for the reflection and individual study and research essential for genuine intellectual growth.

## 9. STAFF AND FACULTY

The resident staff and faculty includes officers of the U.S. Army and the other military services together with a number of eminently qualified civilian professors. In addition, qualified military officers and civilian professors from other academic institutions are selected to lecture or teach courses.

### Resident Faculty Statistical Averages

Average Age	45
Average Years Service	25
Average Grade	COL
Senior Service College Graduates	100%
Advanced Degrees (civ)	100%
College Graduates	100%

## 10. USAWC ORGANIZATION

Organizational elements shown in the diagram on page 11 carry out the College's missions and functions. References are made to all those organizations throughout this pamphlet; however, it is useful to observe that International Fellows take courses conducted by the Department of Command, Leadership, and Management, the Department of Military Strategy, Planning and Operations, and the Department of National Security and Strategy.

## Section II. International Fellows Orientation Program

### PURPOSE

- Provide International Fellows and their family members with the skills and information necessary for the transition to life in the U.S.
- Prepare IFs for the administrative, academic, and social demands of the Resident Course of the Army War College.
- Establish an environment of understanding for other cultures, ideas, and values to create an interpersonal bond that will carry beyond the length of the resident course.

## Section III. International Fellows Program (IFP)

### 1. PURPOSE

The United States Army War College provides fellowships of approximately one year to selected senior officers from allied and other friendly nations. International Fellows are afforded an opportunity to study and research in close association with the USAWC faculty and student body.

### 2. OBJECTIVES

The objectives of this program are:

- a. To establish mutual understanding and good working relationships between senior U.S. officers and senior officers of selected foreign countries.

- b. To offer an opportunity for senior military officers from allied and friendly countries to study, research, and write on subjects of significance to the security interests of their own and allied nations.
- c. To extend and deepen the professional qualifications of military leaders of other nations.
- d. To enrich the educational environment of the Army War College.
- e. To improve the Fellow's firsthand knowledge of U.S. culture and institutions through study and travel.

### 3. PROGRAM PREREQUISITES

It is anticipated that officers will be selected for the IFP on a basis similar to that used to select U.S. officers for attendance at senior service colleges. Their selection should be governed by past demonstrated professionalism and estimated potential for future service at the national policymaking level. Specifically, the officers selected should meet the following prerequisites:

- a. Army officers destined to hold national level policymaking positions within their respective armies and/or defense agencies.
- b. Have completed at least 15 years of active military service.
- c. Be serving in a rank equivalent to U.S. lieutenant colonel, colonel or newly promoted brigadier general.
- d. Have completed the U.S. Army Command and General Staff College (USACGSC) or its equivalent in their country.
- e. Have both command and high level staff experience (preferably battalion or brigade command and joint command or service department level staff).
- f. Have the requisite academic ability and motivation to undertake study and research relating to military problems and issues at the theater through national level.
- g. Score 80 or higher on the English Comprehension Level Test (ECL) in those cases where English is not the native language.

### 4. PROGRAM DESCRIPTION

- a. The IFP adds a dimension to the College which will significantly broaden the academic environment for both students and faculty. The association of senior officers destined for high level leadership positions in their respective armies can do much to improve mutual understanding of national security problems, operations, and preparedness.
- b. Fellows arrive approximately six weeks prior to the start of the academic year to allow for reception, orientation, administrative processing, and review of the academic program under the direction and supervision of the Director, International Fellows Program. The College does not provide familiarization or remedial language or other instruction designed to upgrade the overall entry qualification of International Fellows.



c. The academic program consists of a combination of study, research, and some teaching based on the individual's particular preferences, skills, and professional needs. The program includes all unclassified resident course classes to ensure that the Fellow receives the broad scope of the core curriculum portion of the College curriculum. Additionally, the Fellow will participate as a student member of seminar groups where he will have an opportunity to exchange views with U.S. students as well as other International Fellows.

d. Should classified access be mutually beneficial to both U.S. students and International Fellows, disclosure authority must be solicited from the National Disclosure Policy Committee. Access to NATO classified information may be provided to International Fellows from NATO nations upon receipt of access certifications as prescribed by treaty regulations.

e. Fellows are assigned Faculty Advisers in the Department of National Security and Strategy (DNSS); Department of Command, Leadership, and Management (DCLM); Department of Military Strategy, Planning and Operations (DMSPO); Center for Strategic Leadership (CSL); Department of Distance Education (DDE); Department of Academic Affairs (DAA); and the Strategic Studies Institute (SSI). The faculty adviser functions as an academic counselor. Fellows are assigned to student seminar groups and are afforded student office space. Fellows are fully integrated into both the academic and social environment of the College. Under the guidance of the department chairmen, faculty advisers, and the Director of the IFP, each Fellow will develop an academic program to best suit his personal needs and interests.

f. Members of the Carlisle Barracks military and civilian community volunteer to serve as sponsors to the Fellows and their families. The sponsors provide assistance as required and serve as personal friends and advisers during the school year.

## **5. MASTER OF STRATEGIC STUDIES DEGREE**

a. The United States Congress has granted the U.S. Army War College (USAWC) degree granting authority for a Master of Strategic Studies (MSS) degree. Enrollment in the MSS degree program is voluntary for International Fellows (IFs).

b. Those International Fellows wishing to obtain the MSS degree at the completion of the Academic Year must complete the following requirements:

(1). Must be properly admitted to the program. In order to be admitted, IFs must provide to the USAWC Registrar's Office the proper transcripts of your baccalaureate degree (or equivalent) and any subsequent graduate degrees. This may be accomplished in one of three ways:

(a). These transcripts should be sent directly from your college or university to the U.S. Army War College Registrar's Office.



**Elihu Root**  
**Founder of U.S. Army War College**

(b). In the event transcripts cannot be sent from the college or university directly to the U.S. Army War College, a copy of your transcripts, degree, or certificate, authenticated and certified by your Ministry of Defense, Ministry of Foreign Affairs, or Embassy in Washington, must be provided to the U.S. Army War College Registrar's Office. If the documents are not in English, a full translation of the documents, also certified by your Ministry of Defense, Ministry of Foreign Affairs, or Embassy in Washington, must be provided to the U.S. Army War College Registrar's Office.

(c). These documents must be received by the Registrar's Office no later than 2 October 2006. The mailing address for the Registrar's office is:

U.S. Army War College  
Office of the Registrar  
122 Forbes Avenue  
Carlisle, PA 17013-5216

*[These documents will be evaluated by an independent organization to determine the level of education represented by the transcripts, degree, or certificate. Candidates for the MSS degree must possess the equivalent of a U.S. baccalaureate degree.]*

(2). International Fellows who are not native speakers of the English language will be required to complete a paper-based or computer-based Test of English as a Foreign Language (TOEFL) **prior** to attending the Army War College. A score of 560 on the paper-based test, 220 on the computer-based test, or 83 on the internet-based test is the minimum for provisional enrollment in the Master of Strategic Studies Degree program. To ensure the official score arrives at the War College in a timely manner, you must select the United States Army War College as the institution under the state PENNSYLVANIA. **The Institutional Code for the Army War College is 8274.** A native speaker of English is defined as those individuals that have received all of their education in the following countries: United States, United Kingdom, English-speaking Canada, Ireland, Australia, New Zealand, Singapore and Commonwealth Caribbean countries. The suspense to have TOEFL test results to the Registrar's Office is 2 October 2006.

(3). Complete all your core and elective courses with a minimum evaluation of "Meets Standards," and successfully complete the Strategy Research Project (SRP) and produce a formal written strategy research report with a minimum evaluation of "Meets Standards."

c. International Fellows, who submit required and adequate admissions material, will enter the MSS program. Upon completion of the academic work, the granting of the MSS will also require a recommendation of the faculty and the Dean of Academics that all USAWC graduation requirements, to include the Strategy Research Project, have been satisfactorily met.

## Section IV. Other Professional Programs and Activities

### 1. U.S. ARMY WAR COLLEGE LIBRARY

As the award winning library for the Army's senior educational institution, the USAWC Library plays a key role in the development of the Army's leaders. Noted for sustained, high-quality services and extensive research resources, the Library is a graduate-level special academic library supporting the College's core functions: education, research and publication, and strategic communications. Its resources and services are available to all members of the Carlisle Barracks community, including family members.

The highly expert and customer-friendly library staff ensures the efficient retrieval and delivery of research and information services. Other services include library tours, briefings, orientations, scheduled library instruction, current awareness and bibliography compilation, copyright support, course reserves, both paper and micrographic copying service, acquisition and distribution of curriculum texts, inter-library loan and document delivery.

The Library provides its customers a rich and varied collection of print, electronic, and other nonprint materials. Subjects covered in depth include military strategy and operations, area studies, international relations, foreign policy, management, and economics. Supplementing a book and document collection of 275,000 volumes are subscriptions to 1100 current periodicals in these and other subject areas, providing current information and opinion for reading and research. Library holdings include a broad cross section of domestic and foreign newspapers, Army, DoD, and other official military publications. The Library collection also includes a large selection of electronic and audio-visual materials, extensive microform holdings, and the equipment needed to access these special formats.

Current electronic research and information resources include commercial and DoD online services and Internet resources, including standard research databases such as ProQuest, Nexis, and Jane's Geopolitical Library. The Library's online catalog provides quick and concise information on publications held in the Library and is available to customers on the Library's website both on the Internet and Intranet. At the Library's public website (<http://www.carlisle.army.mil/library>), customers can access general resource information, the Library's authoritative bibliographies, links to other military and academic databases and online catalogs.

## 2. STRATEGIC STUDIES INSTITUTE

The Strategic Studies Institute (SSI) is the U.S. Army's institute for geostrategic and national security research and analysis. The SSI conducts strategic research and analysis to support the U.S. Army War College curricula, provides direct analysis for Army and Department of Defense leadership, and serves as a bridge to the wider strategic community.

The SSI is composed of civilian research professors, uniformed military officers, and a professional support staff. All have extensive credentials and experience. The SSI is divided into three components: the Art of War Department focuses on global, transregional, and functional issues, particularly those dealing with Army transformation; the Regional Strategy and Planning Department focuses on regional strategic issues; and the Academic Engagement Program creates and sustains partnerships with the global strategic community. In addition to its organic resources, the SSI has a web of partnerships with strategic analysts around the world, including the foremost thinkers in the field of security and military strategy. In most years, between a third and a half of the SSI's publications are written by these external partners.

### SSI's Products Include:

- **SSI Studies.** The SSI studies are published by the Institute and distributed to key strategic leaders in the Army and Department of Defense, the military educational system, Congress, the media, other think tanks and defense institutes, and major colleges and universities. The SSI studies use history and current political, economic, and military factors to develop strategic recommendations.
- **Other Analytical Reports.** At the request of the Army leadership, the SSI sometimes provides shorter analytical reports on pressing strategic issues. The distribution of these is usually more limited than the SSI studies.
- **The Key Strategic Issues List.** Every year the SSI compiles a Key Strategic Issues List (KSIL) based on input from the U.S. Army War College faculty, the Army Staff, the Joint Staff, the unified and specified commands, and other Army organizations. This is designed to guide the research of the SSI, the U.S. Army War College, and other Army related strategic analysts.
- **External Publications.** The SSI analysts publish widely outside of the Institute's own products. They have written books for Cambridge University Press, Princeton University Press, University Press of Kansas, Duke University Press, Praeger, Frank Cass and Rowman and Littlefield and Brassey's. They have contributed chapters to many other books including domestic and international publications.
- **Academic Conferences.** The SSI co-sponsors academic conferences to examine issues of importance to the Army, collaborating with some of the most prestigious universities in the country. Recent partners included Georgetown, Princeton, Harvard, MIT, Columbia, University of Chicago, University of Miami, Stanford, Georgia Tech, and Johns Hopkins.
- **Talks, Presentations, and Provision of Subject Matter Experts.** The SSI analysts give talks and presentations to a very wide array of audiences including academics, military organizations, and other components of the global strategic community. These take place both in the United States and around the world. In an average year, the SSI analysts speak in a dozen or more countries. In addition to this, they serve as participants and experts at seminars, war games and simulations, and are often interviewed by the print and electronic media.
- **The SSI Electronic Newsletter.** The SSI publishes a monthly electronic newsletter that describes future and forthcoming publications and conferences, and includes an editorial on a topic of importance to American defense.

## 3. CENTER FOR STRATEGIC LEADERSHIP

*Background.* Wargaming has historically been used to provide insights and to evaluate possible solutions to the myriad problems associated with large-scale military operations. In an effort to prepare officers to solve the complex issues facing the Army's senior leadership, the U.S. Army War College (USAWC) has integrated wargaming into the fabric of its curriculum to varying degrees since its founding in 1903.

*Mission.* The mission of the Center for Strategic Leadership (CSL) is to serve as an education center and high technology laboratory, focused on the decision making process at the interagency, strategic and operational levels, in support of the Army War College, Combatant Commanders and the senior Army leadership. Through the use of simulations, exercises, wargames, studies and analyses the CSL will expand and refine the study of the strategic use of land power and its application in joint and combined operations and unite leading edge information technology and educational concepts.

*Organization.* The CSL is assigned personnel with expertise in strategy, doctrine, operations, and operations research analysis. These personnel are headed by a Director and organized into four Directorates. The Operations and Gaming Division (OGD) serves as liaison to the USAWC faculty and to external agencies for the development of exercises and simulations and assists in developing and executing major exercises that reinforce subjects taught in the curriculum. The Science and Technology Division (STD), assists in the development

of exercises and simulations through the use of computer modeling and other computer tools, as well as providing expertise in command and control systems, and information operations/warfare. The STD provides advanced analytical techniques, methods, analysis and mathematical computer modeling focusing on decision analysis and problem solving; supports the academic and operational missions of the USAWC and CSL in providing current, relevant and emerging strategic C2 systems availability, subject matter expertise, and courses of instruction for students, staff and faculty; and prepares and informs the USAWC students and selected members of the national security community in information operations and strategic communications theory, practice and application at the high operational and strategic level. The Peacekeeping and Stability Operations Institute (PKSOI) serves to shape stability operations policy and concept development at the strategic and operational levels. The PKSOI also facilitates the integration of effort among the U.S. military, the interagency, international organizations, coalition partners, and non-governmental organizations to improve the planning and execution of future stability operations. The Strategic Experiential Education Group (SEEG) provides modeling and simulation support to the USAWC and Carlisle Barracks through use of Command and Control Stimulation, Models, Games, and online Role Playing Simulations. The SEEG is developing an individual leader strategic decision-making game, a role-playing simulation, and a state of the art simulated strategic information center for use by the USAWC students participating in the SEEG and the USAWC courses and simulations. The Management and Logistics Division (MLD) is responsible for the management and logistical operations of Collins Hall, a 155,000 sq ft conferencing and wargaming facility.

*Facilities.* The CSL is housed in Collins Hall, a 155,000 sq ft facility specifically designed to support wargames and exercises for the USAWC and senior Army leaders. It includes state-of-the-art information management and visual information capabilities to support conferences and strategic/operational level exercises locally or distributed. The facility supports the development of strategic studies, policies and analysis.

#### **4. U.S. ARMY HERITAGE AND EDUCATION CENTER (AHEC)**

The U.S. Army Heritage and Education Center (AHEC) is the newest organization at Carlisle Barracks and combines the Military History Institute (MHI), the future Army Heritage Museum with its conservation and restoration facility, and a planned visitors and education center. The MHI's new building, the first of a five structure complex planned for the site, is located at 950 Soldiers Drive (off Army Heritage Drive) adjacent to the Carlisle Barracks golf course. Researchers may visit the MHI from 9:00 a.m. to 4:45 p.m. Monday through Friday.

- The new building is a 67,000 square foot, state-of-the-art archival facility. It features the latest technology to store, maintain and retrieve Army historical documents and artifacts for scholars, students and the general public. The MHI houses about fourteen million items documenting the Army's history, as well as selected aspects of general military history. There is seating for some 80 researchers, and patrons may now access any of the holdings from one location. A new integrated library database system also available through the Institute's website allows researchers to access all collections, and there are 22 computers available for patron use. The unique feature of the collection database is that all items – diaries, artifacts, manuscripts, photographs, and audio or digital media – are now linked electronically. The building was designed to use the latest technology in environmental controls and monitors to protect the holdings, state of the industry space-saving shelving, and the latest in security equipment.
- The MHI is the Army's premier repository of original documents, letters, publications, maps and photographs, and is a nationally recognized academic research facility. Its current holdings include over 300,000 books, 250,000 authority publications (regulations, doctrinal and technical manuals), over 60,000 bound volumes of military related periodicals, 1.2 million photographs, and more than 11,000,000 personal papers and documents. The MHI is the Army's central repository for materials related to Army history. The Institute's mission is to collect, organize, preserve, and ensure access to source materials on American military history for the defense community, researchers and scholars, and the general public. Particularly noteworthy are the MHI's collections of personal papers, which document the service throughout our nation's existence of many distinguished soldiers, ranging from privates to generals. These sources provide an intimate and unique glimpse into the history of the Army. For many general officers of the recent period, the Institute has in its holdings not only their papers, but also their recollections and reflections recorded as a component of the oral history program which the Institute administers and selected Army War College students support. The MHI supports several USAWC programs to include the Military History Program, the Communicative Arts Program, the Senior Officer Oral History Program, and Division Command Lessons Learned Program. For student research, the archives contain a superb collection of the personal papers and oral history transcripts of senior officers, junior officers, noncommissioned officers, and soldiers. The MHI staff provides expert research assistance and historical consultation, and has prepared more than 11,000 bibliographies listing its holdings on numerous military and military related subjects. Thousands of documents have also been digitized and can be accessed through the AHEC and the MHI websites. These include finding aids, manuscripts, and photographs of museum artifacts. The AHEC website can be accessed at <http://www.carlisle.army.mil/ahec/index.htm> and the MHI is accessible at <http://www.carlisle.army.mil/usamhi/index.htm>.
- Throughout the USAWC academic year (September through May), the MHI hosts a monthly evening public lecture series, "Perspectives in Military History," on the historical dimensions of the exercise of generalship and strategic leadership. The MHI

also sponsors the Harold Keith Johnson Visiting Professor of Military History, a visiting scholar who serves as a senior faculty specialist and adviser in military history.

- The recently opened archives building is only the first of a planned five building complex. The second building, an interim storage facility for the Army Heritage Museum, is also complete but does not allow public access. The third building, a 50,000 square foot Visitors and Education Center, will be the hub of the new complex and will provide a general orientation area for the AHEC. It will display promotional exhibits for other area museums and attractions, as well as include a lecture hall and conference facilities, classrooms and reading rooms, auditorium, and research and administrative areas. The Center's education programs will include both in-house and outreach programs of national scope. Distance learning and research capabilities will be at the core of the education programs offered, including online access to some MHI records, photos and finding guides to military genealogy. Ground breaking took place for this building in September, 2004 with construction expected to start in the summer of 2005. The fourth building will be a non-public museum support facility designed for the conservation of historical materials. It will house conservation and restoration laboratories for photography, paper and books. The AHEC will have the responsibility to maintain and restore such materials for the entire Army museum system and for all historical holdings. The last building in the complex will be the long-awaited Army Heritage Museum. The museum became an official part of the Army Museum System in September 2000 upon approval by the Army's Center for Military History following a request by the Commandant of the U.S. Army War College to establish the museum at Carlisle Barracks. It will be a component of the National Museum of the US Army. Museum staff has been hired and they are developing the story lines and exhibit master plan.
- The complex also includes an Army Heritage Trail. The three-quarter mile trail connects with the existing running path around the post golf course and uses displays and vignettes to explore several periods of Army history.





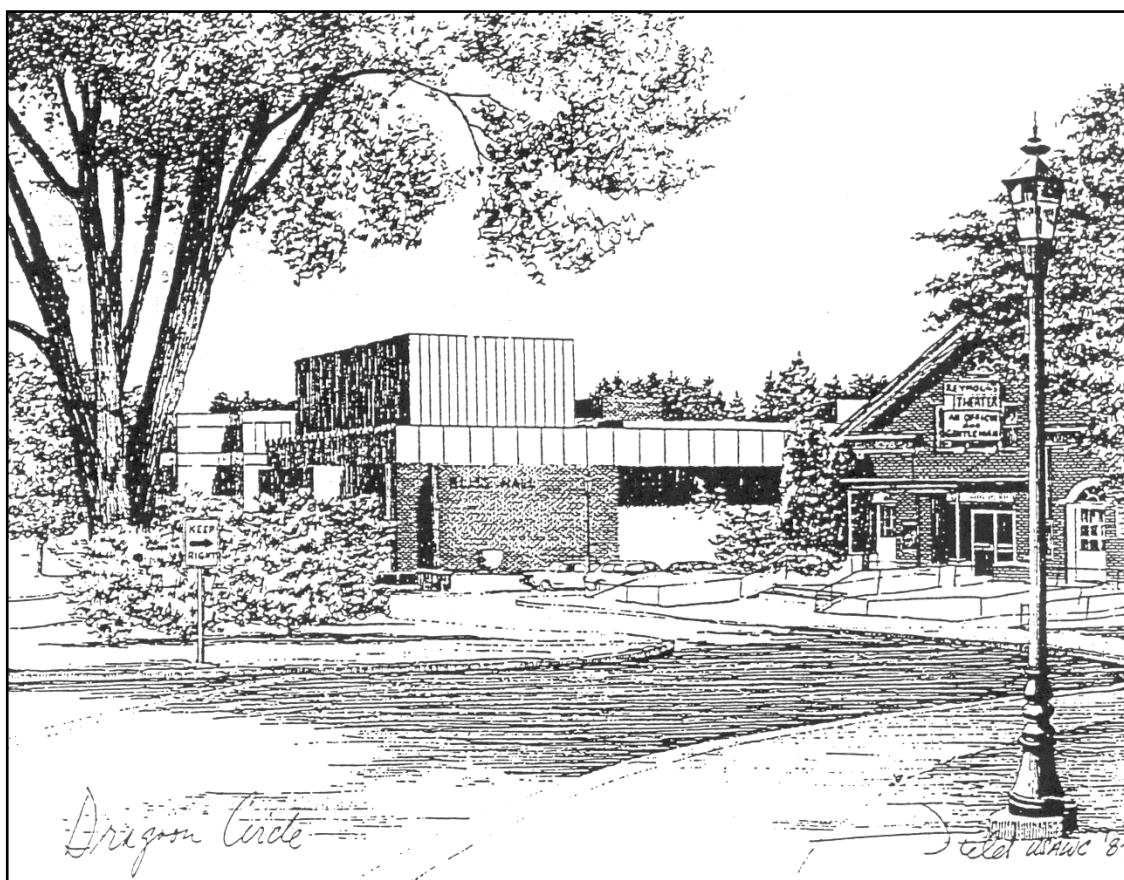
- Another unique aspect of the AHEC development is its combination of federal, state, and private funding. The Visitors and Education Center will be built with a combination of state and private money, while museum costs will be covered solely from the latter source. The Army Heritage and Education Center Foundation is responsible for the private fund drive. Their staff has also developed many useful educational products utilizing the AHEC artifacts and manuscripts. Their website at <http://armyheritage.org/>, features an "Artifact of the Week" as well as a Virtual Museum describing the experiences of individual soldiers through their writings and artifacts. This also illustrates the AHEC motto that "We tell the Army's story, one soldier at a time."
- The Army Heritage and Education Center is an exciting new program and organization that will provide tremendous service to the students at the Army War College and the American public as a whole.

## 5. U.S. ARMY PHYSICAL FITNESS RESEARCH INSTITUTE

Since its origin in 1982, the Army Physical Fitness Research Institute (APFRI) has provided comprehensive health assessments and interventions for U.S. Army War College (USAWC) students. The APFRI seeks to provide the USAWC students with an opportunity to live the "...philosophy that...soldiers...and leaders must be committed to an improved lifestyle through physical fitness." This quote captures the reason for the origin of the APFRI; first conceived at a 1981 General Officer Physical Fitness Conference at U.S. Army Training and Doctrine Command Headquarters.

The Commandant of the Army War College agreed to establish and house the APFRI to put into action the prescient vision of these general officers to ensure senior leaders educated at the Army War College understand the vital link between health, fitness, and leadership.

Today, the APFRI staff includes a unique mix of clinical and research health professionals from the fields of nursing, psychology, nutrition, physical therapy, and exercise physiology. The APFRI staff is charged with the mission of conducting applied research to improve and sustain the physical and mental readiness of military and civilian senior leaders; while designing and implementing intervention strategies involving combined case management, education, and training programs for students, spouses, staff, and faculty. The APFRI conducts longitudinal research on the over-40 population that focuses on the reduction of cardiovascular disease through appropriate interventions and education, combined with state-of-the-art health and fitness assessments that include medical screening, risk factor assessment, maximal exercise tolerance testing (treadmill), and body composition analysis.

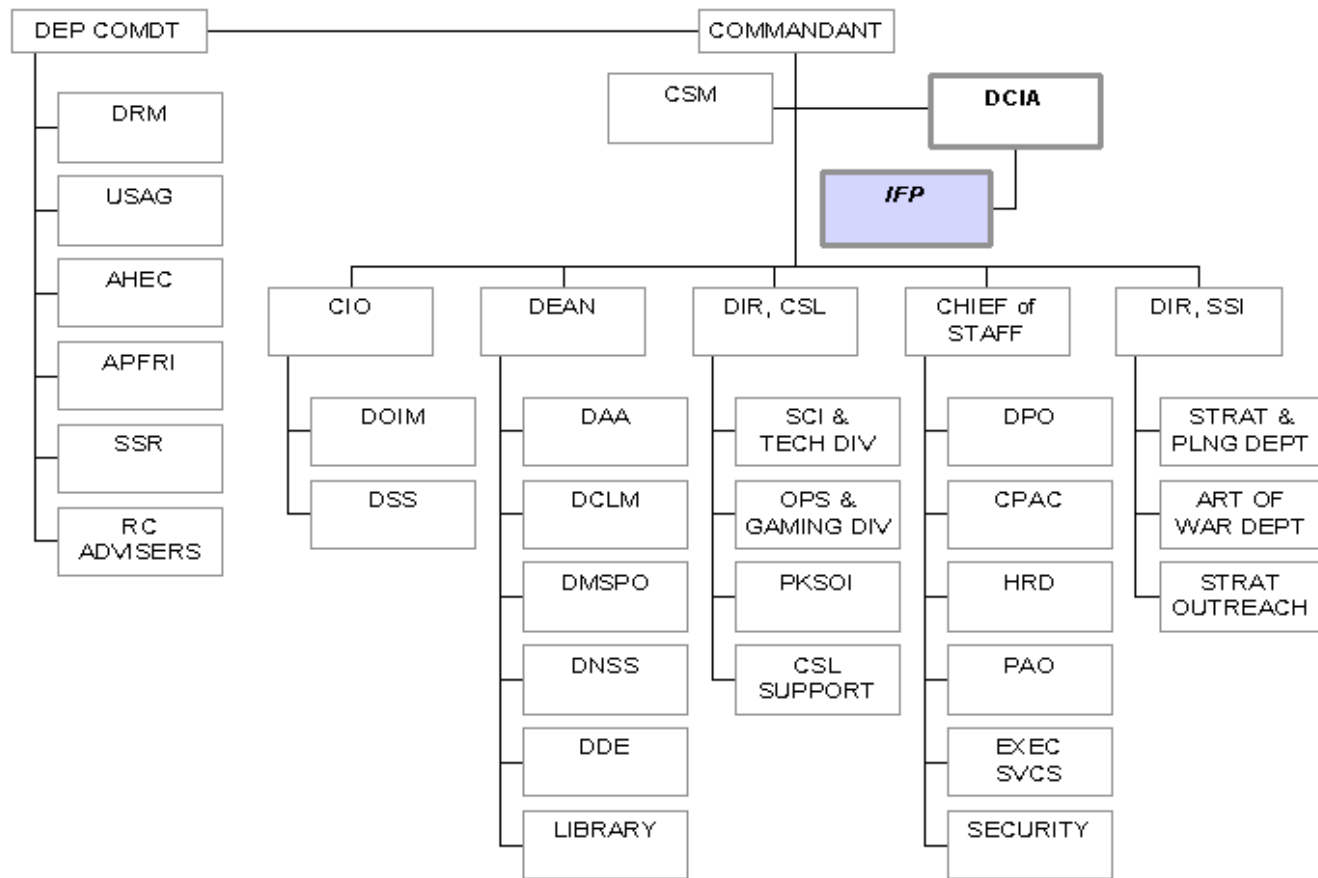




In addition to its research program, the APFRI is actively involved in the Carlisle Barracks Community. The APFRI staff offers over 100 classes each year to help reduce cardiovascular disease risk factors and improve the health and fitness status of students, staff, faculty, and the Carlisle Barracks community. The APFRI also sponsors a variety of outreach programs to include: an annual Women's Health Symposium – a two-day event focusing on mid-life health and fitness issues for women, cholesterol screening, blood pressure screening, the Life Line Lecture Series – a series of lectures that address key issues and dynamics related to topics such as anxiety, depression, stress management, coping skills, marital intimacy, and adolescent behavior, and many other events throughout the year.

Over the years, the APFRI has continued to fulfill its mission by providing health assessments, interventions, and instructional programs relevant for strategic leaders to increase their understanding of how health and fitness is an important component of leadership; influencing both leaders and those they lead.

## ORGANIZATION OF THE U.S. ARMY WAR COLLEGE



### Legend:

AHEC	- Army Heritage & Education Center	DOIM	- Directorate of Information Management
APFRI	- Army Physical Fitness Research Institute	DPO	- Directorate of Plans & Operations
CIO	- Chief Information Officer	DRM	- Directorate of Resource Management
CPAC	- Civilian Personnel Advisory Center	DSS	- Directorate of Strategic Systems
CSL	- Center for Strategic Leadership	EXEC SVCS	- Executive Services
CSM	- Command Sergeant Major	HRD	- Human Resources Directorate
DAA	- Directorate of Academic Affairs	<b>IFP</b>	- <b>International Fellows Program</b>
DCIA	- Deputy Commandant for International Affairs	PAO	- Command Sergeant Major
DCLM	- Dept of Command, Leadership & Management	PKSOI	- Peacekeeping Stability Operations Institute
DDE	- Dept of Distance Education	RC	- Reserve Components
DMSPO	- Dept of Military Strategy, Planning & Operations	SSI	- Strategic Studies Institute
DNSS	- Dept of National Security & Strategy	SSR	- Senior Service Representatives
		USAG	- United States Army Garrison

## **PART TWO. CARLISLE BARRACKS, PENNSYLVANIA**

### **Section I. History**

#### **1. HISTORY OF CARLISLE BARRACKS**

a. The first regular military garrison at Carlisle Barracks was established 30 May 1757, with the arrival of one battalion of the Royal Americans (the 60th Regiment) and 1900 Provincial troops from Pennsylvania, Virginia, and Maryland under the command of Colonel John Stanwix. Throughout the French and Indian Wars (1756-1763), the post served as a supply base and jumping-off point for expeditions to the west including Brigadier General Forbes' seizure of Fort Duquesne (1758). During Pontiac's War (1763), Lieutenant Colonel Henry Bouquet led a 460-man force from Carlisle consisting of volunteers and men from the 42d Highlanders (Black Watch) and the 77th Regiment to a decisive victory over the Indians at Bushy Run.

b. Early in the Revolutionary War, the Continental Congress directed the establishment of several ordnance powder factories. The availability of many skilled armorers in the area around Carlisle, together with iron and wood for charcoal within easy reach, made Carlisle Barracks or Washingtonburg, as it was called around 1777, an ideal location for an arsenal. In 1777 the Continental Congress designated Carlisle as the site of an Ordnance Magazine. Also in 1777 a group of Revolutionary War officers came to attend the first American Artillery School. The first school Commandant was Captain Isaac Coren. Some prisoners taken by the Continental Army were sent here including John Andre and some Hessian mercenaries taken in Washington's 1776 Christmas Eve attack on Trenton. These men may have helped build the Hessian powder magazine. In 1794 during the so-called Whiskey Rebellion, a force of approximately 15,000 men was assembled here. On 4 October 1794, President Washington arrived and took command of the force. He remained for eight days, then set off for western Pennsylvania to quell the dissidents.

c. The Cavalry School of Practice marked the first use of the barracks exclusively as a military training station. Founded in 1838, it continued until 1861. Colonel Philip St. George Cooke, father-in-law of J.E.B. Stuart, served as Commander of the Cavalry School of Practice from 1849-1852. After a fire destroyed the officers' quarters in 1857, Secretary of War Jefferson Davis recommended Congress rebuild them. On 1 July 1863, General J.E.B. Stuart of Mr. Davis' Army visited Carlisle and reburned the officers' quarters and other buildings. Many famous civil war leaders were in the garrison of students at the Cavalry School of Practice, including John B. Hood, John C. Pemberton, Fitzhugh Lee, George B. Crittenden and Philip St. George Cooke.

d. In 1879, Carlisle Barracks was transferred to the Department of Interior for use as an American Indian Industrial School. Under the guidance of Lieutenant (later Brigadier General) Richard H. Pratt, the school achieved world renown. In the 39 years of its existence, the Carlisle Indian School grew rapidly, and in addition to academic studies, both American Indians and Puerto Ricans were taught the mechanical arts, farming, cooking, sewing and many other practical courses.

e. In 1918, the Army reclaimed Carlisle Barracks for use as a hospital which gave way to the Medical Field Service School. From 1921 to 1946 it graduated some 30,000 medical officers and corpsmen trained in field operations. Many concepts including the individual first aid packet and aerial front line medical evacuation were developed here.

f. Between 1946 and the arrival of the Army War College in 1951, Carlisle Barracks was the temporary home, at one time or another, of the School for Government of Occupied Area, the Adjutant General's School, and the Army Information School, later named the Armed Forces Information School. Since 1951, Carlisle Barracks has been the home of the U.S. Army War College.

g. The main post area of Carlisle Barracks is approximately 4/5 of a mile long and 1/2 mile wide, containing 217 acres. Other areas, detached but adjacent or nearby, owned by the government, and for which the post is responsible, are the Stanwix area (8 acres), containing family housing and the Farm 2 area (178 acres), containing principally a golf course and heliport. The total acreage of the reservation is 403 acres on which are located approximately 300 government-owned buildings.

#### **2. U.S. ARMY WAR COLLEGE**

a. The U.S. Army War College, senior institution in the Army educational system, was established in 1901. It was originally conceived and founded under the direction of Secretary of War Elihu Root. As a result of the principles learned in the Spanish-American War, he saw the need for an institution where selected officers would be given instruction to prepare them for top positions in the Army.

b. A War College Board was appointed in 1902 with Major General S.B.M. Young as President. The first students assembled in 1904.

c. In 1940, the operations of the College were temporarily suspended. In 1946, the buildings and properties in Washington, DC, previously used by the Army War College, were turned over to the National War College and the Industrial College of the Armed Forces. The Army War College was established in 1950 at Fort Leavenworth, Kansas, as a temporary location. The College moved on 1 July 1951 to its present location at Carlisle Barracks, Pennsylvania.

d. The resident student body is composed of approximately 340 students. Army officers predominate, but there are representatives from the Air Force, Navy, Marine Corps, Coast Guard, Department of State, and other governmental agencies. The military students are colonels or lieutenant colonels having 15 to 23 years' service.

e. A major integral part of the College is the Strategic Studies Institute formed in 1962, formerly a part of the Combat Developments Command, and merged with the College in 1973. This organization of senior officers and professional civilians has the mission of producing studies responsive to the needs of a wide variety of studies on both current and future issues; in addition, the Institute supports College curricular activities.

## Section II. Location and Climate

**1. LOCATION.** Carlisle Barracks is located in the southern portion of central Pennsylvania near the capital city of Harrisburg. It is about 122 miles (196 kilometers) north of Washington, DC, 191 miles (307 km) west of New York City, and 648 miles (1043 km) east of Chicago.

The nearest large city in Pennsylvania is Philadelphia, about 123 miles (197 km) to the east. (See map on page v). Adjacent on the southwest of Carlisle Barracks is the municipality of Carlisle, which has a population of 19,000. The center of Carlisle is 2 miles (3.2 km) from the College.

**2. CLIMATE.** Weather is a prime factor in deciding what clothes you will need. Pennsylvania has many lovely autumn and spring days, with an average temperature of about 70oF. (21.1oC), when clothing of light material is very comfortable. Summers are hot (80o to 90oF.) (26.7o to 32.2oC.) and somewhat humid. Winter days are cold, but the weather rarely falls below 0oF. (-17.8oC.). You will need warm woolen clothing for this time of year. The rainfall is moderate and relatively evenly distributed throughout the year. During the period November to April, there is normally some snowfall.

## Section III. Facilities

**1. GENERAL.** Carlisle Barracks has most of the facilities found in the average small municipality. All facilities and privileges ordinarily available to U.S. officers are extended to you.

**2. IDENTIFICATION CARDS.** Certain facilities can be used only by military personnel and their family members with identification cards. This card will be issued to all Fellows and their eligible family members while the officer is stationed at the College. **ELIGIBLE FAMILY MEMBERS MUST HAVE MEDICAL COVERAGE FOR DURATION OF STAY AND BE LISTED ON THE FELLOWS INVITATIONAL TRAVEL ORDERS. OTHERWISE, AN IDENTIFICATION CARD CANNOT BE ISSUED.** Eligible family members are spouse and dependent children under the age of 21 (or 23 if they are full-time students). Cards will not be issued to dependent children under the age of 10, although the children are authorized use of the same facilities as their parents. Other family members who may reside in the household, such as sisters, aunts, nephews, maids, or children who have reached their 21st birthday (or 23rd if they are full-time students) **WILL NOT** be issued identification cards and are not authorized use of facilities which require them. Fellows should pay particular attention to the privileges authorized each member of his household. No exception can be made in extending these privileges. Service facilities which require an identification card are discussed below.

a. *Dunham Army Health Clinic.* This medical outpatient treatment facility provides medical and dental services to all authorized personnel living in the Dunham Health Services area. The clinic is staffed and equipped to provide care for most outpatient conditions. Emergency medical services are available at the nearby Carlisle Hospital. Medical services available on an appointment basis include Family Practice, Dental, Pediatrics, General Medicine, Gynecology, Minor Surgery and Optometry. Additionally, Dunham Army Health Clinic (DAHC) has a Physical Exam Section, Immunization Clinic, Physical Therapy Section, Laboratory, Radiology Section, Behavioral Health Department and Pharmacy. This activity also has available appointments designed to provide care for acute minor illnesses on a same day or next day basis. The Clinic is open from 0730-1630 Monday-Friday, 0800-1200 on Saturdays, and closed Sundays. Sick call for military members is conducted on a call-in basis. Appointments can be made by dialing 245-3865 (from off-post) and by dialing 5-3865 (on-post). Fellows on IMET and FMS status and their family members are eligible for care in Army Medical Treatment Facilities to include the DAHC. When services are provided to these classes of patients, the following policies *generally* apply:

(1) Routine charge for each outpatient visit varies depending on the service provided.

(2) Fellows of the NATO nations (both IMET and FMS) will be provided outpatient medical care without charge (the same as for U.S. military personnel).

(3) FMS Fellows who are not members of the NATO are authorized medical services on a space-available basis in military medical treatment facilities. These individuals or their embassies (this determination is based on Invitational Travel Orders) will be charged for each outpatient visit.

(4) Non-NATO IMET Fellows will be given care on a space-available basis in military medical treatment facilities.

(5) Family members of the NATO Fellows will not be charged for outpatient care medical examinations, or immunizations obtained in a military medical treatment facility. When hospitalized, rates and conditions for care will be the same as those that apply to U.S. military family members (excluding TRICARE benefits).

(6) Care provided to dependents of IMET and FMS Fellows, other than NATO, will generate a charge for each outpatient visit. This will be charged to the country or embassy Health Care Insurance Policy depending upon the Invitational Travel Orders. Prosthetic devices, spectacles, hearing aids, and orthopedic footwear are not authorized for this patient class. Failure to obtain and maintain adequate health care coverage will be grounds for early return of all affected family members.

b. *Dunham Dental Clinic*. Emergency dental care is available for family members.

c. *Post Exchange (PX)*. The Carlisle Barracks Exchange sells a variety of items and offers many services. Patronage of PX facilities is by identification card only and is limited to the officer, spouse, and eligible children. An exception to this rule grants parents and parents-in-law PX privileges if they reside in the household and are dependent on the officer for over one-half of their support. Activities and departments stocked are as follows:

(1) *Main store complex*. This store is a modern building which houses several types of merchandise and service departments under one roof. The *main store* offers the widest selection of goods including clothing and accessories; linens, luggage, and household novelties; small electrical appliances, dinnerware, glassware, kitchenware, pots and pans; cosmetics, perfume, and jewelry; camera equipment, computers, photographic supplies, radios, compact disks, audio cassettes; pet supplies; stationery; greeting cards; art supplies; hardware items, such as tools, paints, curtain rods, and repair materials; toys; hobby equipment and supplies, and outdoor living merchandise such as lawn furniture and barbecue grills. The *main store* also offers such services as special orders, layaways, gift wrapping, check cashing, purchase of money orders and traveler's checks, photographic processing, toiletries, health supplies, stationery, tobacco products, and food items such as baked goods, beverages and juices, and snack items. The *Garden Shop* is designed for the gardening enthusiast with seeds, fertilizer and gardening tools in stock. Other service facilities located in the PX complex are the *Food Court*, *Barber Shop*, and the *Optical Shop*. VISA, Master and Discover credit cards are accepted. The book store located in Root Hall, offers stationery, snacks, beverages, t-shirts and various Army War College merchandise.

(2) *Package Alcoholic Beverage Sales*. The Package Sales store is open Sunday through Saturday for authorized personnel of all ranks desiring to purchase packaged beverages. Sale of alcoholic beverages is restricted to active duty and retired military personnel and their family members 21 years of age or older.

(3) *Theater*. The theater operates on Friday and Saturday, showing a wide selection of new motion pictures. Evening performances are at 1930 on Friday and Saturday. Guests may be taken to the theater.

d. *Commissary*. The Commissary Sales Store stocks a complete line of groceries, meats, fruits, vegetables, household items, health, and beauty aids. Admittance to the Commissary is by identification card only and is limited to the officer, spouse, and eligible children.

### **3. OTHER SERVICE FACILITIES.** The following Post facilities are available for all personnel. They do not require identification cards.

a. *Banking and Check Cashing Services*. The Defense Finance and Accounting Service (DFAS) requires that *all personnel* that will have vouchers processed through DFAS have an account (savings or checking) that will allow Electronic Fund Transfers (EFT) for the settlement from the federal government. Since all Fellows will travel on U.S. Government temporary duty orders while at the War College, establishing an account at the Post credit union or other local financial institution within the first few days after arrival is vital. There is an Automated Teller Machine (ATM) on Post serviced by the credit union that will allow a withdraw from your account of up to \$500 per day providing sufficient funds are available in your account. (Access to other ATMs in the local area may permit withdraws as well, but perhaps in smaller amounts.) The Post Exchange (PX) allows check cashing up to \$300 per day on checks from U.S. Banks and with proper identification. It is not recommended to keep large sums of money on your person or in your quarters/residences. Money lost or stolen is seldom recovered.

b. *Laundry and Alteration Services* are available in Building 842, adjacent to the Commissary near the Post Exchange.

c. *Thrift Shop*. The Thrift Shop, which is operated by the ladies of the Post, has many excellent items for resale. Profits generated by the Thrift Shop are used to support Post activities.

d. *Child Development Services*. Child Development Services provides a variety of child care programs, center-based and quarters-based, for children ages 4 weeks through 12 years of age. Full-Day/Hourly Care is available for children ages 6 months through 10 years of age. School-Age/Latch Key Program, before-school and after-school care, holiday and summer care is available for children kindergarten through 12 years of age. Preschool classes are available for children ages 3 – 4 1/2. Classes are scheduled three days a week, a.m. or p.m., and two days a week, a.m. Family Child Care is available in quarters by trained certified providers for children ages 4 weeks through 12 years of age. All children must be registered through the Child Development Center to use any of these programs.

e. *Army Community Service (ACS)*. The Army Community Service Office is located in Building 632. Fellows and their family members may receive assistance by contacting the ACS Office in person or by dialing 245-4357. The ACS offers such services as an Exceptional Family Member Support Group, financial planning, consumer education, career goal counseling, relocation services to include a lending closet, emergency assistance, and referral and information about the surrounding area and other installations. The ACS also welcomes Fellows and their family members interested in volunteer work.

#### 4. RECREATION FACILITIES AND ACTIVITIES

a. *Swimming pool*. One outdoor swimming pool is available and is located behind the LVCC. The pool normally operates from late May through early September. Specific instructions governing hours, purchase of tags, lessons, and other details, are published periodically in the Post Bulletin.

b. *Golf*. Golfing facilities include an 18-hole course (par 71) and practice putting greens. The club house contains a lounge called the “19th Hole”, as well as a sales store for the purchase of professional golf equipment. The normal golfing season is April through November. All personnel including dependents are eligible to play upon payment of appropriate fees. A limited number of golf clubs are available for daily use at the golf house. Pull and gas-operated golf carts may be rented on a daily basis for a nominal fee. Individual lessons are available from the resident professional instructor.

c. *Gymnasium*. There are two gymnasiums. In addition to the basketball court areas, the gymnasiums have three handball/racquetball courts, exercise and weight areas, an indoor track (17.5 laps to the mile), lockers and shower room facilities with saunas located in both men and women’s locker rooms. Also available at the gymnasiums are volleyball and semi-private exercise rooms, plus an all-purpose studio with mirrors.

d. *Softball*. There are three softball diamonds available. An organized softball program is conducted during good weather months. Teams are composed of assigned enlisted and officer personnel. Equipment is provided by Community Recreation Branch.

e. *Bowling Center*. A modern six-lane bowling facility complete with automatic scorers is located in Building 686. League play and open bowling are scheduled all year. This facility also serves deli and grill style food from 1100 until closing.

f. *Tennis*. Four courts with lights are located next to the Thorpe Hall gymnasium.

g. *Hunting and Fishing*. Hunting is prohibited within the Carlisle Barracks Military Reservation. Wild game is reasonably plentiful in neighboring areas. A valid Pennsylvania hunting permit is required. Persons 16 years of age and older are required to possess a valid Pennsylvania fishing license. Fellows and their family members will be required to purchase hunting and/or fishing licenses prior to engaging in these activities.

h. *Barracks Crossing (Bldg 870)*. The Barracks Crossing offers custom framing, engraving, and the automotive shop.

(1) *The Barracks Gallery* offers exhibit space for the practicing artist and a gallery for the viewer. Works may be purchased at a reasonable price by the patron.

(2) *Automotive Shop*. This facility provides space, tools, equipment, and a qualified instructor for military personnel and their family members to perform repairs on privately-owned vehicles, repair services are also available.

i. *Youth Basketball*. The Youth Basketball program is organized in the winter. The program usually includes teams from six leagues and is for both boys and girls. The teams practice at least once a week and play league games for approximately nine successive weeks beginning in late December.

j. *Youth Soccer*. The Youth Co-ed Soccer programs are organized in the spring and fall. The programs include play based on High School Federation rules. Further information on the formation of teams, leagues and schedules will be published at the appropriate time.

k. *Youth Services*. The Youth Center is the major center for youth grades 1-12. With a membership of approximately 300, it offers a wide variety of organized functions as well as a place to gather. The club has pocket billiards, air hockey, board games, and table tennis equipment, big screen color television, video games, ball room, stereo system, and snack bar. There is also a small computer lab available for use during normal operating hours. Additional activities throughout the year include hayrides, splash parties, ski trips, amusement park trips, picnics, and bike hikes. Membership is open to all youth (grades 1-12) family members of active duty and retired military personnel in addition to full time civilian employees of Carlisle Barracks and civilian USAWC students.

l. *Boy Scouts of America*. The Boy Scout organization at Carlisle Barracks is under the Carlisle District and Keystone Area Council of the Boy Scouts of America. During the academic year, an extensive scouting program is conducted by Carlisle Barracks, to include Explorer Posts, Scout Troops, and a Cub Pack. Explorer posts are coeducational. During the summer period a composite Carlisle Barracks troop participates in a summer camping program.

m. *Girl Scouts of America*. The Girl Scout organization is under the Hemlock Girl Scout Council. There are usually five troops, one Brownie, two Junior, and two Cadette.

n. *Intramural Leagues*. Intramural leagues for officers and enlisted personnel are conducted in football, basketball, softball, volleyball, and bowling. Tournaments are held for handball and racquetball.

o. *Instruction*. Normally, instructions are available at the gymnasium for fencing, judo, karate, aerobic exercises, slimnastics, and jazzercise.

p. *Jogging/Walking*. Carlisle Barracks has a 2.1 mile track or fitness trail with exercise stations around the perimeter of the golf course. Jogging is very popular and the Barracks has active "Run for Your Life" and "Walk for Your Life" Programs complete with certificates and patches.

## 5. COMMUNITY CENTER

a. The Letort View Community Center provides catering and community support programs for officers, government employees, retirees, and their families. Fellows are authorized full use of the Letort View Community Center. Programs include a monthly brunch, various theme dining, full service catering and numerous special events. The Letort View Community Center has a spacious and elegant ballroom, as well as other rooms used for a wide variety of activities. Additionally, a self-service cafeteria is available in Root Hall as a convenience to students, staff and faculty. The Root Hall Cafeteria is open Monday thru Friday with breakfast served from 0700-0930 and lunch served from 1100-1330. The Joint Deli is open from 1100 to 1700.

b. *Carlisle Barracks Spouses' Club*. The Spouses' Club is a private, independent organization whose nature and function are social, recreational, charitable, and educational. The Club sponsors yearly approximately twenty activities and makes monetary donations to the Youth Center, Army Community Services, Meals-on-Wheels, the Soldiers', Sailors', Marines', and Airmen's Club, the Carlisle Barracks Nursery Fund, and other Post activities. In addition to these donations, each year the Spouses' Club joins with the Thrift Shop to award Savings Bonds to a number of family members who are graduating seniors with the best academic records in local area high schools.

## 6. HOUSING INFORMATION

a. Government quarters are not available at Carlisle Barracks for personnel in the IF Program. The Community Homefinding and Referral Services Office, Building 39, provides assistance in locating residences off Post. International Fellows are encouraged to use this service and assistance. The International Fellows Program (IFP) Office maintains a list of quarters suitable for International Families. Be advised that utility bills (water, electricity, heating oil, telephone, cable TV) are not normally included in the lease agreement.

b. Many homeowners will expect you to sign a rental contract or a "Lease" prior to renting. This document represents a legal commitment and obligates you to fulfill the promises contained therein. Be sure to read a lease carefully before you sign it; if you do not understand something in the lease, ask to have it explained. The Carlisle Barracks Post Judge Advocate will provide assistance in explaining terms contained in leases. It is recommended that you check with the Staff Judge Advocate prior to signing a lease. Just as you are obligated to fulfill the promises in a lease, the owner is also obligated to provide the accommodations agreed upon as long as you honor your commitment.

c. Regardless whether you sign a lease, Pennsylvania law requires that you give "notice" or warning, in writing, before you move. Generally, the warning period must be the same as the period for which you pay rent. Notice must be given on a rent paying date. Thus, if you pay a month's rent on the first of each month, you cannot move before giving the owner the full month's notice beginning on the first day of the month. The same law requires the owner to give you similar warning prior to requiring you to move.

d. Furnished accommodations are hard to find. Rental furniture is available from commercial sources. Government family quarters' furniture is not authorized for off-Post use. In most cases, you will be required to provide your own eating and cooking utensils, glassware, dishes, linens, and blankets, even though furnished quarters have been rented.

e. Cost of housing and utilities represented here are estimates only and are provided for planning purposes. As of January 2006, the lowest rental per month for families in residences is as follows: (prices are subject to change)

1BR	Furnished	\$850	3BR	Furnished	\$1800
	Unfurnished	\$600		Unfurnished	\$1000
2BR	Furnished	\$1650	4BR	Furnished	\$2000
	Unfurnished	\$690		Unfurnished	\$1600

*These houses are limited in number and may not be available when you arrive.*

(1) Water and sewer costs from \$50.00 per month for a family of four to \$90.00 per month for a family of eight. The bill is based on how much water is used. Advance payment of \$100.00 is normal.

(2) Telephone installation charge is \$45.00. The cost of basic local service per month is \$24.00 per month. Special features, such as call waiting, call forwarding, etc. will cost more. The Sprint Telephone Company provides commercial service to Carlisle Barracks and the local communities. A flat rate is assessed monthly for telephone service in quarters. Toll charges for long distance service, with tax, appear on the subscriber's monthly bill. Information concerning services available and current charges is available from the business office located in Carlisle, telephone number 243-3131. Alternate Long Distance providers are available. See the IFP office for that list of providers.

(3) Television cable is available. Installation costs vary with the desired service. The basic no-frills installation costs \$45.00.

(4) Electricity is metered at each residence. The amount varies with the number of people in the family. Estimated cost of electricity according to number of bedrooms are as follows: 1BR-\$75, 2BR-\$125, 3BR-\$175, 4BR-\$250. Ask the landlord, the rental agent, or the previous occupant for specifics about individual houses.

f. You should have immediately available at least \$5,000.00 to pay for the following: first months rent and a security deposit equal to the first months rent prior to occupying any rental property, down payment on an automobile, automobile insurance, furniture rental and first months electrical bill.

g. Your Sponsor and the International Fellows Program office staff will provide assistance to you in helping to locate and arrange for occupying quarters. Do not hesitate to request assistance as needed.

**7. GUEST HOUSE.** Very limited Guest House facilities are available for incoming personnel requiring temporary accommodations not to exceed 30 days. Outgoing personnel may use the facility for only 7 days. Requests for accommodations should be forwarded as early as 30 days before the first day of requested occupancy. In the event request to stay in the Guest House cannot be confirmed, similar accommodations will be arranged at a commercial motel near the Barracks. Rates are based on a daily use and family composition.

## **8. SCHOOLS FOR DEPENDENT CHILDREN**

a. **BRING CHILDREN'S IMMUNIZATION RECORDS IN ENGLISH.** Records must indicate the dates of the immunizations. The School Nurse cannot accept statements such as "Fully Immunized", even if signed or stamped by a doctor or by an official agency.

b. In compliance with the Pennsylvania Department of Health regulations, all students from Kindergarten through Grade 12 must show proof of the following immunizations in order to attend school:

**Diphtheria -Tetanus** - 3 properly spaced doses of Diphtheria-Tetanus -Diphtheria vaccine.

**Polio** - 3 properly spaced doses of oral polio vaccine.

**Measles** (Rubeola or 10 day) - 1 dose of live vaccine administered at 12 months of age or older or measles immunity proven by serological test.

**Rubella** (German Measles/3 day) - 1 dose of live vaccine administered at 12 months of age or older or rubella immunity proven by serological test.

**Mumps** - 1 dose of live vaccine administered at 12 months of age or older or a statement in writing by the physician who diagnosed mumps disease.

**Measles-Rubella-Mumps** - a 2nd dose of Measles-Rubella-Mumps (MMR) is required of every child.

c. Additional requirements for students in specific grades:

**Diphtheria-Tetanus:** a 4th dose required of all students entering school for the first time (Kindergarten or First grade), administered on or after the 4th birthday.

**Hepatitis B:** 3 properly-spaced doses for students entering school for the first time (Kindergarten or First grade) and all students in 7th grade. The Hepatitis B series can not have been completed before six weeks of age.

**Varicella (chickenpox):** immunity, either from vaccination or history of disease for all students entering school for the first time (Kindergarten or First grade) and all students in 7th grade.

**Proof of immunization** is defined as written verification of the day, month, and year of administration, in English, of each dose of the above.

Each student who is enrolling in the Carlisle Area School District from another school in the state of Pennsylvania must present the “Certification of Immunization” that was completed by his/her previous school nurse. The Department of Health regulations indicate that this certificate is to be hand carried by the parents when a student transfers from one school to another. Each student who is enrolling in the Carlisle School District from a school district **outside of the state of Pennsylvania** must present his/her immunization records at the time of registration in the district. The records must be readable, in English, and must reflect all of the required immunizations with specific dates of administration. These records will be reviewed by the enrolling secretary who may give a tentative and unofficial indication of adequacy. The enrolling secretary will make a copy of the records presented and return the original records to the parent/guardian. The copy along with an enrollment form will be forwarded to the School Nurse for official review. **NO STUDENT WILL BE PERMITTED TO ATTEND CLASSES UNTIL IMMUNIZATION RECORDS ARE COMPLETE.**

d. Hand carry your child’s records with you when you travel here; do not pack them with household items or clothing. They must be available to school personnel when you register.

e. All students in the following grades will be required to have a physical examination: Grade 11, Grade 6, and Kindergarten or Grade 1 (whichever is the child’s first entry into school).

f. A kindergarten is operated as a part of the public school system in Carlisle. No tuition is required for children attending school in the school district in which they reside. Children must have reached their 5th birthday by 1 September of the school year to be eligible to attend Kindergarten. Those younger may attend a preschool at a small cost.

g. *Elementary, Middle, Intermediate, and Senior High Schools.* There are no public schools located on Post. No tuition is charged for attendance at public schools for personnel assigned to Carlisle Barracks. Those personnel desiring to send their children to private or parochial schools pay a nominal tuition and register as soon as possible. The date for public school registration will be in late July 2006. Parents should be sure to have each child’s **BIRTH CERTIFICATE, IMMUNIZATION RECORD IN ENGLISH**, (with dates), and documents showing all previous school work and achievement in their possession upon their arrival at Carlisle Barracks. Dependent children will be assigned to appropriate level classes based upon individual counseling and evaluation of academic records.

h. *Colleges and Universities.* There are several accredited institutions within commuting distance from Carlisle Barracks. Programs leading to baccalaureate and masters level degrees are available in a wide range of academic disciplines. Those personnel desiring to send their dependents to these schools will be expected to pay applicable tuition fees. College costs are very expensive in the United States. Private colleges are much more costly than public colleges. Early application for enrollment is necessary to gain admittance to these institutions. Fellows desiring additional details concerning schools and disciplines available should request specific information from the Director, International Fellows Program as early as possible. Request should include the academic discipline of interest and the level of schooling desired (undergraduate or graduate).

i. Dickinson College Cooperative Scholarship Program. In cooperation with the Dickinson College Office of Global Education, adult and college age family members of International Fellows have an opportunity to compete for a fully paid scholarship. The scholarship will cover the tuition for one (1) class (book costs and lab fees are not covered under this scholarship). Scholarships are offered for the fall and spring semesters. Traditionally, those who receive a scholarship for the fall semester and earn a “C” grade or better, are permitted to apply for the spring semester without going through the initial requirements. Initially, candidates are required to fill out an application and submit a short essay on why they desire to attend Dickinson College under this program. All potential students whose first language is not English will be required to take an English Assessment Exam as part of the application process. This program allows family members to experience life at one of the finest private colleges in the U.S.

## 9. U.S. POST OFFICE

a. A branch of the Carlisle Post Office is located at Carlisle Barracks in Anne Ely Hall and provides all normal postal services. Fellows are not authorized APO or FPO (Army or Fleet Post Office) channels to mail packages or letters to persons in their home countries who are not entitled to U.S. military postal privileges.

b. Mail addressed to Fellows should show grade, name, and organization (USAWC). The words “International Fellow” should appear on all your mail sent to the College. Mail for dependents sent to a military address should be sent “in care of” (c/o) the military member. Following are EXAMPLES of how you will address mail once you have been sent an address:



COL John Doe  
International Fellow  
U.S. Army War College  
122 Forbes Avenue  
Carlisle, PA 17013-5207

or

Mrs. John Doe  
c/o COL John Doe  
International Fellow  
U.S. Army War College  
122 Forbes Avenue  
Carlisle, PA 17013-5207

Personal mail may be addressed to you at the U.S. Army War College only until the time housing is obtained. International Fellows residing off the installation will receive personal mail at their home address.

## **10. RELIGIOUS SERVICES AND ACTIVITIES**

a. The U.S. Army War College Memorial Chapel Center is located on Mara Circle. The religious program on Post provides complete parish programs for Catholic and Protestant personnel. International Fellows and their families are welcome at all chapel programs. The Protestant and Catholic Chaplains are located in offices in the Chapel Center where you may visit them personally or contact them at telephone number 245-3318.

b. Jewish services are conducted in the Old West Building at Dickinson College (located in downtown Carlisle) each Friday evening and on all Jewish Holidays.

c. Islamic services are located at 505 Calvary Road (The Peace Center) Carlisle, PA, and also at 407 North Front Street, Harrisburg, PA (about twenty-five minutes from Carlisle).

d. Protestant activities include regular and special seasonal worship, a comprehensive religious education program, and a variety of social and community activities. Ongoing activities include chapel choirs, Youth of the Chapel (Protestant and Catholic combined), weekly prayer breakfast, Protestant Women of the Chapel, and Community Bible Studies. The Sunday School and Bible study groups include adult programs as a special emphasis.

e. Catholic activities include weekend masses as well as daily noon celebrations of the Eucharist. The religious education program encompasses a total sacramental preparation: First Penance/Reconciliation and First Communion, Confirmation (youth and adult), marriage preparation and RCIA (Rite of Christian Initiation of Adults). A parish council helps coordinate all the parish activities which include the liturgical ministries of lay eucharistic ministers, lectors, ushers, altar servers and parish choir; the religious education ministry, with particular emphasis upon scripture study, and the junior and senior youth groups receive special emphasis, and finally the socially oriented groups of MCCW (Military Council of Catholic Women) and those groups dedicated to community service in the larger Carlisle community.

f. The Post Chaplains will assist members of other Religions in meeting their religious needs.

g. The Chapel also hosts various interfaith events such as chapel picnics and the annual youth and parent (YAP) rally.

## **Section IV. Social Activities**

**1. SOCIAL LIFE.** The social activities at Carlisle Barracks are similar to those of any U.S. garrison. There are numerous private and official parties given by Post personnel throughout the year and you may also be invited to functions off Post in the civilian community.

**2. COMMANDANT'S RECEPTION.** The Commandant and his wife entertain at a reception for incoming personnel at the beginning of each academic year. This reception is in lieu of exchange of "official" or "courtesy calls" at the Commandant's quarters.

**3. CLASS AND SEMINAR GROUP ACTIVITIES.** During the academic year, classes and seminar groups conduct informal get-together activities for the purpose of forming closer friendships among the officers and their spouses. You may wish to bring some small native gifts to exchange with seminar members, Carlisle Barracks' sponsors, and community sponsors.

**4. CIVIC SOCIAL ACTIVITIES.** Orientation trips will be conducted throughout the year to various military, industrial, educational, and political activities in the surrounding communities. Additionally, Fellows may be invited as a group to social functions in the civilian communities. The Fellows are encouraged to have country and/or regional celebrations throughout the year.

## 5. DRESS FOR SOCIAL OCCASIONS.

a. Invitations for social events include who, where, when and what type of dress you are requested to wear. The following is a guide followed by U.S. officers to determine the appropriate dress for various social occasions. It is not feasible to specifically describe the military uniform equivalent of each country to be represented; therefore, Fellows should bring the uniform of their country that most nearly equates to the type of dress described below for U.S. officers.

(1) *Formal*. (Black Tie). “Black tie” is the most widely accepted dress today and indicates the following: Military—seasonal dinner dress uniform; Civilian Men—black tie/tuxedo; Civilian Women—long formal gown.

(2) *Informal*. The attire for men is business suit. Ladies may wear afternoon dresses or for evening events, short dresses of a dressy material, long skirts or dresses or as current styles dictate.

(3) *Coat and Tie*. When “coat and tie” is specified on the invitation, a business suit or appropriate sports coat and tie may be worn. Ladies will normally dress the same as for “informal” attire.

(4) *Casual*. Civilian casual attire for men is an open collar shirt & slacks, sweater, or coat without tie. For the ladies, slacks, simple dress, or skirt and blouse would be appropriate.

(5) If you know that your household goods will not arrive at Carlisle Barracks until sometime after your arrival, bring appropriate clothing with you. Social activities start very quickly. Wives should be sure to bring the clothing they may need.

(6) *USAWC Name Tag*. Traditionally, these distinctive name tags are worn for activities during the academic year. Although the college name tag is optional for wear with civilian clothing, it is proven to be an invaluable “get acquainted” aid, particularly at the beginning of the year. Moreover, intercommunication between officers and, where appropriate, spouses, in a wide range of educational activities, lectures, seminars, and conferences is a significant part of the total learning process. Officers assigned to the College usually wear civilian clothing during duty hours. We use first names between students, staff, and faculty, so getting to know each other is important. As a member of the College, you and your spouse will be issued distinctive USAWC name tags at no expense to you.

b. The wearing of traditional national attire is always appropriate. It can be used in other events during the year. Have your spouse and children bring costumes native to your country. There will be occasions during the year when you may want to wear national dress.

**6. CONVERSATION AND CULTURE.** This is a program for the wives of the Fellows. Beginning in August it meets weekly to engage in conversation and exchange information about the U.S. and IF culture. Any material from your country that can be used for that purpose (handicrafts, costumes, photos, videos, etc.) should be brought.

## **PART THREE. THE DIRECTOR, INTERNATIONAL FELLOWS PROGRAM (DIFP)**

**1. MISSION.** The Director, International Fellows Program (DIFP), is responsible for coordinating and executing all activities of the International Fellows Program. This includes the Orientation Course, the Field Studies and the IF academic activities throughout the school year. The DIFP provides assistance to the IFs with personal, academic, and professional issues as required. He is responsible for the conduct of the International Fellows Sponsorship program and serves as the next higher echelon in the IF chain of command.

### **2. RESPONSIBILITIES.**

- a. In coordination with the Commandant, Deputy Commandant for International Affairs (DCIA) and the Department of the Army, develop the international officer attendance slate to the USAWC Resident and DDE Programs. Country selection criteria addresses the USAWC academic (Professional Military Education) requirements and Army Chief of Staff engagement priorities. Ensure that nominated officers meet the prerequisites for attendance to ensure successful completion of the programs.
- b. In coordination with the DCIA and the Dean of Academics, continually assess the curriculum for its relevance and suitability for IF participation and that it meets the goals of IF attendance to the USAWC. Monitor the academic and personal progress of the IFs to provide assistance when required, as early as possible.
- c. Provide necessary support and guidance to the IFs and their families to enhance their ability to succeed at the USAWC and ensure their experience in the US is both positive and productive.

**3. ORGANIZATION.** The Director is assisted by a Deputy Director, an International Military Student Specialist, an International Military Student Assistant and a secretary, located in Rooms A-204 and A-206 of Root Hall. Telephone numbers are as follows: DSN 242-4830, Commercial: area code (717) 245-4830, FAX: Commercial (717) 245-4617, DSN 242-4617. Fellows are welcome to consult the DIFP at any time.

# **PART FOUR. PREPARATION UPON SELECTION AS AN INTERNATIONAL FELLOW AND TRAVEL TO CARLISLE BARRACKS**

## **Section I. General**

**1. THE SECURITY ASSISTANCE OFFICE (SAO) OF THE MILITARY ASSISTANCE ADVISORY GROUPS (MAAG'S), MISSIONS, AND MILITARY ATTACHES.** As a newly designated Fellow to the U.S. Army War College, you should report as soon as possible to the U.S. Army MAAG, military missions, or military attache (as appropriate) for instructions and briefing. *Prior to submitting the Registration Form*, you need to take the English Comprehension Level Test (ECL) and attain a score of at least 80. The actual score attained must be entered in the appropriate space on the Registration Form. It would be helpful to you to contact your Embassy in Washington, DC, and ask that quarters be located and reserved for you and your family.

**2. ADVANCE REPORT TO USAWC.** Complete in English and return by airmail (in the enclosed envelopes) the biographical survey and technological survey in the back of this booklet.

OR

Go to <http://www.carlisle.army.mil/usawc/daa/ifhome/IFmain.htm> and follow the instructions to submit the file electronically.

International Fellows will be assigned a sponsor prior to arrival at Carlisle Barracks. The information you furnish in the Registration Form will significantly influence your sponsor's selection with your areas of interest.

- Pages 27 through 31 of this booklet are tear-out pages containing Carlisle Barracks Form 878, International Fellows Program Registration Form. The information requested in this form will be used by various elements of the College and Post to complete numerous important administrative tasks prior to your arrival at Carlisle Barracks. It is essential that this data be completed accurately and be returned to the College immediately after receiving. If additional space is required to provide complete information, you should attach an additional sheet to the form and identify the item or items being continued. MAIL this information in the pre-addressed envelope provided in your packet marked for the U.S. Army War College, ATTN: International Fellows Program, Carlisle Barracks, 122 Forbes Ave., Carlisle, Pennsylvania 17013-5239, USA, or you can go to <http://www.carlisle.army.mil/usawc/ifhome/IFmain.htm> and follow the instructions to submit the information electronically. **Registration form must be submitted by 30 April 2006.**

**3. INVITATIONAL TRAVEL ORDERS (ITO).** The ITO that you receive from the MAAG, mission, or military attache should contain your complete name. A minimum of 15 copies per Fellow is required. Pay particular attention to ensure that the ITO is complete. Ensure that all portions of the ITO are properly completed prior to departing. **CHECK TO ENSURE ALL OF YOUR AUTHORIZED DEPENDENTS ARE LISTED ON YOUR ITO.** Ensure you understand every block of the ITO and the information contained therein.

**4. UNIFORMS.** Civilian clothing is worn extensively both on and off duty. You will need complete summer and winter service uniforms, including a heavy overcoat and a raincoat. There are many occasions when you will need your dress uniform. Duty uniform with blouse or tunic will be worn on many occasions.

The dress policy is as follows:

- a. Military Dress. The U.S. Army War College (USAWC) Chief of Staff is responsible for designating the proper military dress for academic activities by annotation on the USAWC Weekly Schedule. All students assigned to the USAWC will be required to wear their appropriate service Class B uniform (i.e.; military slacks and shirt with proper rank) when the USAWC is visited by active duty four-star officers, Secretaries of the Services, and civilians such as the Secretary of Defense and Deputy Secretary of Defense. Any authorized variation of the uniform may be worn (example, proper sweater, short sleeve shirt, long sleeve shirt and tie) anywhere in Root Hall, in Bliss Hall, and at luncheons held for visitors at the Letort View Community Center.
- b. Civilian Dress. Fellows may wear business attire, (i.e.; coat and tie for men and equivalent dress for women), in lieu of the uniform, when uniform is not specified. The coat with social name tag will be worn in the hallways on the first floor of Root Hall, except adjacent to the offices in the "C" wing. The coat is not required to be worn on the second and third floors. Casual civilian attire, (i.e., slacks, sport shirt, and/or sweater for men and dress, skirt, slacks with top for women), may be worn for selected social activities.

**5. PASSPORTS.** International Fellows are required to have an Official or Service Passport valid until July 2007. Passport must have an A1/A2 Visa for multiple entry valid until July 2007. When you arrive at your first port-of-entry in the United States, you will be issued a white card, called an I-94, by the customs people. **Make sure this white card is marked "D/S" (duration of stay) and is stapled inside your passport.**

**6. MEDICAL REQUIREMENTS. International Fellows are required to attend a briefing concerning medical costs and coverage from their SAO before leaving their home countries. Information should cover at a minimum:**

- a. Your personal immunization record should accompany you to Carlisle. Ensure immunization records are translated into English. Abbreviations are not acceptable; each immunization must be written in its entire wording.
- b. Proof of coverage for cost of Health Care for International Fellows and authorized family members. Health care in the United States is costly. The use of civilian health care providers/treatment facilities more often than not requires the patient to show how the bills to be incurred will be paid. Years of experience in the international training business makes a convincing argument to ensure that both the International Fellow and the authorized accompanying family members are covered for health care expenses incurred during the time they are in the United States.
- c. Defense Security Cooperation Agency (DSCA) requires medical insurance for accompanying family members. Minimum insurance coverage is defined as:

- (1) Medical benefits policy of at least \$50,000 per accident or illness (sickness).
- (2) A deductible not to exceed \$500 per accident or illness.
- (3) Reparation of remains in the amount of at least \$7,500, should a death occur in the US.

NOTE: This would provide for the preparation and transportation of remains to home country.

- (4) Medical evaluation in the amount of at least \$10,000 in the event the insured must be returned to his/her home country due to a serious medical condition.

- (5) Insurance must pay benefits to a department of defense medical facility if appropriate.

- (6) **INSURANCE POLICY MUST BE TRANSLATED INTO ENGLISH IF THE POLICY IS NOT ALREADY. THE ITO MUST LIST THE NAME OF THE COMPANY, A POC/TELEPHONE NUMBER AND AN ADDRESS WHERE CLAIMS SHOULD BE SENT.**

## **Section II. Travel to the Continental United States**

**1. MODES OF TRAVEL.** The MAAG, mission, or military attache will brief you on your mode of travel to the United States. IMET Fellows will normally be provided U.S. Government transportation over the most direct air or surface routes. If your family members are traveling separately, please be sure you make arrangements for them to arrive at the Harrisburg International Airport (HIA).

**2. CUSTOMS.** Regulations require that you declare at ports of entry all items imported into the United States. Baggage is subject to inspection by the customs officials.

**3. ARRIVAL-DEPARTURE.** At the port of entry, you will be furnished Form I-94, "Arrival-Departure Record," which should be attached to your passport. This form must be kept with your passport during your stay in the United States. On departure, the form must be returned to an immigration official at the port of departure. Harrisburg International Airport is the primary arrival and departure point. Transportation to and from Harrisburg will be arranged by the International Fellows Program. All other arrival and departure points will require the International Fellow to arrange his own transportation. Trans World, United, U.S. Air, American, Piedmont, and several other airlines operate from the Harrisburg International Airport.

**4. TRANSIENT FACILITIES.** Because of the limited number of temporary accommodations in the Carlisle Barracks area, it is very important to inform the Director, International Fellows Program, what type temporary accommodations you will require upon arrival at the College and the exact date you will arrive.

**5. ARRIVAL NOTIFICATION.** The reporting date at Carlisle Barracks is not later than 25 June 2006. Reception and in-processing will be conducted between the hours 0830 and 1630 at the U.S. Army War College, Root Hall. To enable us to arrange transportation for you upon arrival, you should email a message through U.S. official message channels (see your assisting organizations) or telephone the Director, International Fellows Program, USAWC, Carlisle Barracks, Pennsylvania, at least 48 hours before arrival. The notification should include rank, name, country, and number of dependents in group and place, time, and date of arrival, mode of travel, and airline/flight number. If your travel plans change or are changed by the airlines involved, the following numbers are provided for your use in emergency or to pass information:

INTERNATIONAL FELLOWS PROGRAM OFFICE: (717) 245-4830; Fax # is Commercial (717) 245-4617 or DSN 242-4617  
CARLISLE BARRACKS OPERATOR: (717) 245-3131  
CARLISLE BARRACKS MILITARY POLICE: (717) 245-4115  
INSTALLATION OPERATIONS CENTER: (717) 245-4934

**6. BAGGAGE.** Ensure that the baggage information on your Invitational Travel Order (ITO) is correct. If baggage is to be shipped directly to Carlisle Barracks, by either your government or through personal arrangements, be sure to retain in your possession a copy of the waybill or shipping invoice that shows the complete name of the carrier and the U.S. representatives. Shipments require approximately 7-10 weeks to reach Carlisle Barracks if shipped by surface means. Address each box in 2-inch letters as follows:

(YOUR RANK AND COMPLETE NAME)  
U.S. ARMY WAR COLLEGE  
ATTN: ATWC-IAF  
122 FORBES AVENUE  
CARLISLE, PENNSYLVANIA 17013-5239, USA  
CUSTOMS CLEARANCE: HARRISBURG, PENNSYLVANIA

Your baggage is not subject to a customs payment, but your baggage is subject to customs clearance. To facilitate customs clearance, prepare and retain a list of contents of each box or crate. Also be sure that the original bill of lading contains the statement "FOR CUSTOMS CLEARANCE AT HARRISBURG, PENNSYLVANIA." If baggage accompanies you, contact the military transportation representative at the arrival terminal in the United States for advice on forwarding baggage to Carlisle Barracks. This is of utmost importance. Terminal personnel are familiar with shipping privileges available to you. If your baggage is lost, request that it be forwarded to you at the above address, telephone (717) 245-4830.

**7. IMPORTATION OF INTOXICATING LIQUOR.** Fellows who desire to bring alcoholic beverages with them to the United States may do so provided the alcoholic beverages are enclosed with their household goods (or baggage) shipped directly to Carlisle Barracks (see paragraph 6, above). Pennsylvania state law requires that a service charge be paid for alcoholic beverages imported into Pennsylvania. Upon payment of the appropriate charges, Fellows will be given release forms which must be presented to the Customs Official who inspects your baggage at Harrisburg, Pennsylvania. Necessary forms and instructions for filling them out will be provided to you upon arrival at Carlisle Barracks. Pennsylvania state law prohibits individuals from carrying alcoholic beverages with them when they enter the state.

**8. RECEPTION.** Normally you will be met on your arrival in the Carlisle Barracks area by your sponsor or a representative of the College. If you have not notified the Director, International Fellows Program or sponsor of your arrival time, you should report to the Director International Fellows Program, Root Hall (telephone 245-4830), if you arrive during the 0800 to 1630 duty hours, or to the Military Police Office (Building 400, telephone 245-4115), if you arrive during nonduty hours.

## **9. INPROCESSING**

a. Administrative inprocessing for International Fellows will be conducted during duty hours after your arrival. Wearing the uniform is not required; casual dress is acceptable. The following items will be required at the administrative processing session:

- (1) Copy of Invitational Travel Orders (ITO).
- (2) All copies of ITO indorsements and/or amendments.
- (3) Copies of all transportation requests.
- (4) Passports for officer and his family members.
- (5) If your family will not join you at Carlisle Barracks, you should bring a family portrait to be included in the class yearbook. Also, if your spouse is not with you, you should bring a separate head and shoulders picture of her.

b. To assist in the preparation of the travel pay voucher, it is suggested that each Fellow record his travel itinerary data. The required data are date, time, locations, mode of travel, and whether U.S. Government quarters and/or mess were utilized during any stopover.

**10. DRIVER'S LICENSE.** A PA driver's license can be issued and it will only be valid for the duration of the stay at the Army War College. All questions concerning PA driver's license should be directed to the IFP Office.

## **CHECKLIST FOR INTERNATIONAL OFFICER ATTENDING THE U.S. ARMY WAR COLLEGE**

### **THESE ITEMS MUST BE COMPLETED BEFORE DEPARTING FROM HOME COUNTRY**

#### **Passport – Visa**

Obtain a passport marked OFFICIAL or SERVICE (not a tourist passport). \_\_\_\_\_

If you already have a valid passport marked OFFICIAL, make sure it will not expire before July 2007. \_\_\_\_\_

NATO travel orders are not sufficient. You cannot travel to other countries as part of the curriculum with NATO travel orders. The passport must have no restrictions on travel. A NATO, A/1 or A/2 Visa is the normal type Visa issued. \_\_\_\_\_

If the family does not travel with the officer, they may receive a B/1 or B/2 Visa. This may create a problem later in the length of time that family members may stay in the U.S. Please try to obtain an A/1 or A/2 Visa for all family members. \_\_\_\_\_

#### **Medical Issues – Insurance**

Family members accompanying you MUST HAVE MEDICAL COVERAGE FOR DURATION OF STAY AND BE LISTED ON THE FELLOWS' INVITATIONAL TRAVEL ORDER. OTHERWISE, AN IDENTIFICATION CARD CANNOT BE ISSUED. \_\_\_\_\_

Medical insurance policies for family members must be in effect prior to the arrival in the U.S. and be valid for their entire stay. \_\_\_\_\_

Translate vaccination/immunization records into the English language for all members of the family who will reside in the U.S. The Pennsylvania School System WILL NOT allow children to attend school unless they have these records IN ENGLISH. \_\_\_\_\_

#### **Driver Permit – Auto Insurance**

Get an International Driver's Permit. \_\_\_\_\_

Bring your Country Driver's License. If you have both and have auto insurance, you may begin driving immediately anywhere in the U.S. The International permit normally expires in one year. \_\_\_\_\_

If you will attend an English Language Course in Texas, you will be in the U.S. longer than one year. You may want to consider obtaining a Texas or a Pennsylvania driver's license. \_\_\_\_\_

#### **Miscellaneous**

Complete the Biographical Information pages (BIO). Mail, fax or email this information to the U.S. Army War College. The Information Booklet will be mailed to the SAOs in February or March 2006. The point of contact for this document is Mr. Emilio Montañez, DSN 242-3371 or Commercial (717) 245-3371. The fax number is (717) 245-4617 and the mailing address is 122 Forbes Avenue, Carlisle, Pennsylvania 17013-5239. The Email address is atwc-iaf@carlisle.army.mil. \_\_\_\_\_

Bring notarized copies of your college undergraduate degree transcript translated into English. \_\_\_\_\_

If you are planning to participate in the Master of Strategic Studies (MSS) Degree Program, you must take the TOEFL test and the result must be sent to the College. The mailing address is: U.S. Army War College, Office of the Registrar, 122 Forbes Avenue, Carlisle, Pennsylvania 17013-5216. \_\_\_\_\_

Have immediately available at least \$5,000.00 to pay for the following: the first months rent and a security deposit equal to the first months rent prior to occupying any rental property, down payment on an automobile, automobile insurance, furniture rental and first months electrical bill.

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If you are traveling unaccompanied and have a spouse, you should bring a current photo of your spouse. This photo will be posted in the College Biography Book.

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<b>UNITED STATES ARMY WAR COLLEGE INTERNATIONAL FELLOWS PROGRAM REGISTRATION FORM</b> <b>SECTION 1 BIOGRAPHICAL DATA</b>							
1. NAME (IN FULL)      LAST		FIRST		MIDDLE		2. OFFICIAL MANNER OF BEING ADDRESSED	
3. COUNTRY		4. OFFICIAL MAILING ADDRESS					
5. RANK		6. DATE OF RANK ( <i>day, month, year</i> )			7. BASIC BRANCH OF SERVICE		
8. YEARS OF COMMISSIONED SERVICE				9. DATE OF BIRTH ( <i>day, month, year</i> )			
10. PLACE OF BIRTH ( <i>city and country</i> )				11. SOCIAL NICKNAME OFFICER/SPOUSE			
12. PHYSICAL DESCRIPTIONS FOR PRIVILEGE ID CARD ( <i>not required for dependents who will not travel to the US</i> )							
OFFICER'S RELIGION (OPTIONAL; LEAVE BLANK IF YOU PREFER)				MARITAL STATUS ( <i>married or single</i> )			
FAMILY MEMBERS WILL ACCOMPANY OFFICER (YES OR NO)				NUMBER OF FAMILY MEMBERS ACCOMPANYING OFFICER			
NAME		SEX	DATE OF BIRTH	HEIGHT (FEET & INCHES)	WEIGHT (POUNDS)	COLOR OF EYES/HAIR	DATE OF U.S. ARRIVAL
OFFICER							
SPOUSE							
CHILD OR OTHER FAMILY MEMBER							
CHILD OR OTHER FAMILY MEMBER							
CHILD OR OTHER FAMILY MEMBER							
CHILD OR OTHER FAMILY MEMBER							
13. SECONDARY CIVILIAN EDUCATION ( <i>Gymnasium, Lysee, etc.</i> )							COMPLETED
				FROM MONTH-YEAR	TO MONTH-YEAR	YES	NO
14. COLLEGE OR UNIVERSITY							
SCHOOL NAME AND LOCATION			FROM	TO	DEGREE	AREA OF STUDY	
			MONTH-YEAR	MONTH-YEAR			
15. OTHER CIVILIAN SCHOOLING							

(Page 1 of 5)

16. MILITARY SCHOOL AND LOCATION		FROM	TO	COMPLETED	
MILITARY ACADEMY				YES	NO
BRANCH SCHOOL					
STAFF COLLEGE					
OTHER (school name, location, and course)					
OTHER (school name, location, and course)					
17. UNITED STATES SERVICE SCHOOLS		FROM	TO	COMPLETED	
ADVANCED COURSE (school name and location)				YES	NO
COMMAND AND GENERAL STAFF COLLEGE					
ARMED FORCES STAFF COLLEGE					
OTHER (school name, location, and course taken)					
OTHER (school name, location, and course taken)					
18. SPECIAL QUALIFICATIONS (CIRCLE)			OTHER SPECIAL QUALIFICATIONS		
AIRBORNE AVIATOR AMPHIBIOUS PARATROOPER		ARCTIC DESERT JUNGLE MOUNTAIN			
19. MOST RECENT DUTY ASSIGNMENT			20. DATE OF COMMISSION (day, month, year)		
21. MILITARY SERVICE					
FROM	TO	DUTY ASSIGNMENT		ORGANIZATION	

(If necessary, continue items on blank sheet with corresponding number)

(Page 2 of 5)

22. BATTLE CAMPAIGNS			
FROM	TO	PLACE	ASSIGNMENT

23. INSTRUCTOR EXPERIENCE			
FROM	TO	NAME OF SCHOOL	SUBJECTS

**24. HIGHEST LEVEL STAFF ASSIGNMENT(S)** *(if more than one, list each; use blank continuation page if necessary)*

a. MILITARY DEPARTMENT/COMMAND	b. OFFICE/AGENCY TITLE
c. DIRECTORATE TITLE	d. DIVISION TITLE

e. RANK AT TIME AND BRIEF DESCRIPTION OF DUTIES:

f. MILITARY DEPARTMENT/COMMAND	g. OFFICE AGENCY TITLE
h. DIRECTORATE TITLE	i. DIVISION TITLE

j. RANK AT TIME AND BRIEF DESCRIPTION OF DUTIES:

25. OTHER VISITS TO THE UNITED STATES								
DATE	PLACE VISITED				PURPOSE OF VISIT			

26. LANGUAGES AND FLUENCY (FL = fluent; F = fair; P = poor) (TRANS. = TRANSLATE)								
a. OFFICER'S NATIVE LANGUAGE					b. SPOUSE'S NATIVE LANGUAGE			
c. OFFICER'S OTHER LANGUAGES	SPEAK	WRITE	TRANS.	d. SPOUSE'S OTHER LANGUAGES	SPEAK	WRITE	TRANS.	
e. ENGLISH COMPREHENSION LEVEL TEST (ECL) SCORE (enter actual score in block)								

27. DECORATIONS RECEIVED (List in order of highest to lowest)		

28. MEMBERSHIP IN PROFESSIONAL SOCIETIES (give name and type of society, e.g., engineering, legal, etc.)		
1.	2.	3.
4.	5.	6.
7.	8.	9.

29. PUBLISHED WRITINGS (continue on blank sheet as necessary)		
TITLE	PUBLISHER	YEAR

**DIETARY RESTRICTIONS**

FOOD: \_\_\_\_\_  
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DRINK: \_\_\_\_\_  
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**EXTRACURRICULAR ACTIVITIES**

SPORTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HOBBIES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



The U.S. Army War College coat of arms, originally approved by the Secretary of the Army on 6 December 1910, expresses the national and military character of the institution. The American Eagle, holding the traditional olive branch in the right talon, and a bundle of 13 arrows in the left talon, and bearing the escutcheon of the national scope of the U.S. Army War College. The three five-pointed stars at the top of the shield represent the major combat arms. At the crest is a torch of enlightenment in the grasp of a mailed fist. The motto “PRUDENS FUTURI” expresses the spirit of the school: “PROVIDENT FOR THE FUTURE.”